

Telstra Reconciliation Action Plan

July 2022–July 2025



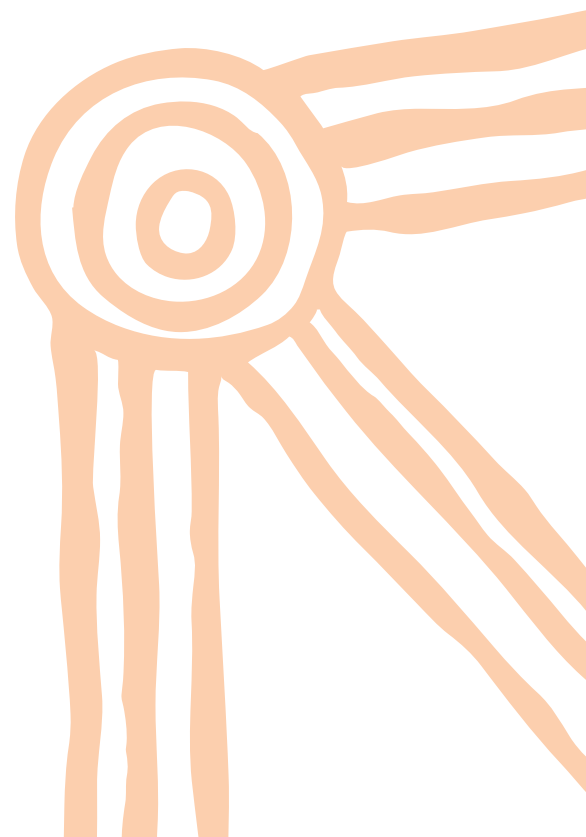
Acknowledgement

We recognise and acknowledge the existing, original, and ancient connection Aboriginal and Torres Strait Islander peoples have to the lands and waterways across the Australian continent. We pay our respects to their Elders past and present.

At Telstra we are enriched by Aboriginal and Torres Strait Islander peoples' contribution to our organisation, and we commit to working with you to build a prosperous and inclusive Australia.

Terms used

Throughout this Reconciliation Action Plan (RAP), the terms Aboriginal and Torres Strait Islander and First Nations are used interchangeably to reference Australia's First Peoples.







Telstra's Vision for Reconciliation

Our vision for reconciliation is an inclusive Australia where Aboriginal and Torres Strait Islander peoples are connected and empowered to thrive.

We are proud to be helping our customers improve the ways in which they live and work through connection. That's why our purpose is to build a connected future so everyone can thrive.

A deep commitment to our purpose and values continues to drive our efforts to do the right thing for our customers, our people, and the communities in which we operate, by delivering the best products and services, on the best network.

We recognise and accept that we have not always lived up to the ambition in our vision for reconciliation. In this RAP we talk about our past mistakes, how our previous RAP was revoked, and the comprehensive corrective steps we have taken in response to inappropriate selling to Aboriginal and Torres Strait Islander customers. This is all part of getting us back on the right path.

Connected to our overall purpose and embedded in our First Nations strategy is our mission – **to back the aspirations of First Nations peoples, communities, and leaders for a better future**. This is underpinned by five guiding principles:

- **Inclusive Consultation:** First Nations employees are at the table on issues and decisions that impact First Nations peoples and communities.
- **Multiple First Nations:** There is no single First Nation. Matters that have implications for First Nations peoples are nuanced and political. They are treated separately in our communications strategy.
- **Speed of Trust:** We work hard in the shadows, operating at the speed of trust. First Nations peoples will let us know when we have done well.
- **Listening and Learning:** In First Nations stakeholder conversations, we do the heavy lifting, researching the issues. We are not here to solve the problem. Listening – Learning – Leadership is the proper way.
- **Dynamic Environment:** We recognise this is a dynamic environment, always growing, evolving, with First Nations peoples facing new challenges and opportunities every day. Telstra must always be at the forefront of what matters to First Nations peoples.

Our vision for reconciliation will be achieved by embedding reconciliation outcomes and system changes into our organisation. This involves harnessing the strengths of the organisation to build digital futures with Aboriginal and Torres Strait Islander peoples, providing employment and opportunities to lift economic participation, and creating a culturally responsive and engaged organisation.



Representatives from Telstra and Telstra's Qld Regional Advisory Council (RAC) visited Woorabinda in June 2022 on a check-in visit, where they met with the Council and engaged with more than 200 customers.

Left to right: Telstra - Michael Dwan, Lauren Ganley, Rachel Cliffe; Telstra RAC - Amy Brooks; Woorabinda Aboriginal Shire Council - Josh Weazel (Mayor), Laurence Weazel (Deputy Mayor), Joel Cameron (Councillor), Gerry Doyle (Councillor), Michael Krulic (CEO)

Checking in with our First Nations customers

Since the Telstra pink van's first trip to Hermannsburg in November 2019, the Telstra check-in program has covered more than 35,000 kilometers, visited over 150 remote communities and checked-in with over 11,000 customers across the Northern Territory, Western Australia, South Australia, and Far North Queensland.

The visits are a chance to check-in with our customers to ensure they are on the most appropriate plans and have information to connect to our First Nations Connect hotline.

Ultimately it's about respect - making sure we've appropriately consulted, gained the necessary permission to visit community, speaking with the right people, asking the right questions, and listening to and understanding the local issues.





Our Business

Telstra is Australia's leading telecommunications and technology company, offering a full range of communications services and competing in all telecommunications markets. We build technology and content solutions that are simple and easy to use, including Australia's largest national mobile network.

In Australia we provide around 20 million retail mobile services, 3.6 million retail fixed bundles and standalone data services, and approximately 400,000 retail fixed standalone voice services. We have over 300 Telstra stores.

Telstra employs more than 27,000 staff, including approximately 23,000 Australian based employees and approximately 4,000 employees in 20 countries and territories outside of Australia.

Just under 1% (235) of our total Australian workforce identify as Aboriginal and Torres Strait Islander people. Our people are the face of our business and we are committed to ensuring our workforce reflects the diversity of our customers and communities.



© Fiona Morrison, 2018

Telstra NATSIAA

The Telstra National Aboriginal and Torres Strait Islander Art Awards (NATSIAA) are the richest art Awards in Australia, with the prize money doubled in 2022 to \$190,000. The major Telstra Art Award doubled to \$100,000 and category awards tripled from \$5,000 to \$15,000. Funds for acquisitions by the Museum and Art Gallery of the Northern Territory (MAGNT) into the Telstra Collection increased by \$10,000 to \$50,000.

Telstra is incredibly proud to support the Awards. Our partnership with MAGNT is the longest standing Arts partnerships in the country and our support of the Arts is part of our purpose, our “why”.

The annual exhibition has attracted a growing audience for Aboriginal and Torres Strait Islander works for nearly four decades. It sees an increasing variety of art forms and media, collectively demonstrating the richness and diversity of current contemporary artistic practice, and the deep cultural knowledge of Aboriginal and Torres Strait Islander artists, nationwide, within the visual arts.

Connecting Australians to NATSIAA is important. It is at the heart of Telstra NATSIAA as Aboriginal and Torres Strait Islander Art is about connection - connection to culture, connection to community, connection to Country. And it is at the heart of Telstra, as we connect Australians with each other, and the things they are passionate about.



Andrew Penn, CEO Telstra

On behalf of Telstra, I am pleased to present our 2022-2025 Stretch Reconciliation Action Plan.

Most reading this will know that in March 2021 Reconciliation Australia revoked Telstra's Elevate RAP status. This was the right decision after it was found a small number of our retail partners had sold mobile devices and plans to customers they could not afford and may not have been appropriate for their needs. This included sales to First Nations Australians, some living in remote communities.

For me personally it was a deeply disappointing moment. As a leading Australian business with strong ties with First Nations peoples, it was a low point in meeting our obligations to our customers and society more broadly. Companies are defined by how they respond when things go wrong. The lessons learned will be long-lasting and deeply felt across Telstra. These lessons have reshaped our commitment to reconciliation and while it will always be deeply disappointing that it happened, I am certain we will look back at this time as a turning point in our reconciliation efforts.

In addition to the remediation we undertook with our customers, we conducted an internal review of what it is that we must stand for with First Nations peoples and communities across Australia. We then undertook in-depth consultations with leading Aboriginal and Torres Strait Islander organisations, a process of respectful listening and learning.

The results are the actions in this RAP.

This will be my last RAP as CEO of Telstra, and I want it to have lasting positive impacts. My sincerest hope is that the many ambitious programs and activities in this plan provide tangible and substantial benefits to First Nations peoples, that they create hope and that they are a renewal and a reset of Telstra's contribution to reconciliation in this country.

Even after I leave the company in September 2022, I look forward to seeing Telstra's ongoing reconciliation with First Nations peoples, and I thank all the First Nations peoples who have helped Telstra on its reconciliation journey so far.

Andrew Penn
Chief Executive Officer
Telstra



Vicki Brady, CEO Telstra

(from 1 September 2022)

I am very pleased to have the opportunity to add my endorsement of our 2022-2025 Reconciliation Action Plan.

As incoming CEO of Telstra, I would like to state my personal support for reconciliation and commit Telstra to being an active participant in this important process.

It is vital that we deliver the right outcomes that First Nations customers want and need, that we lend our voice to important reconciliation initiatives, and that we harness the resources within Telstra to elevate First Nations peoples through employment and as suppliers to our businesses.

I'm proud that Telstra's RAP includes a strong suite of actions, in particular around digital inclusion. I am a strong supporter of our efforts around truth telling, and I am committed to supporting the Uluru Statement from the Heart, walking alongside First Nations communities to secure a better future for us all.

My thanks to the team that has pulled together this RAP, and to Reconciliation Australia for its guidance as we navigated a difficult period with First Nations peoples.

I look forward to reporting on our progress.

Vicki Brady
Chief Financial Officer
Telstra



Karen Mundine, CEO Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Telstra on its formal commitment to reconciliation, as it implements this Stretch Reconciliation Action Plan (RAP), its fifth RAP overall.

This Stretch RAP marks an important next step on Telstra's reconciliation journey. Revoking Telstra's 2018-2021 Elevate RAP following the Australian Competition and Consumer Commission found it was involved in unconscionable business practices in relation to 108 Aboriginal and Torres Strait Islander customers, was a decision not taken lightly by Reconciliation Australia.

Before the uncovering of these deeply concerning practices, Telstra had been an aspirational and committed member of the RAP program's Elevate leadership, driving digital inclusion and literacy outcomes for Aboriginal and Torres Strait Islander peoples, through co-design projects like inDigiMOB.

However, despite its many successes, Telstra's intentions became disconnected from its actions. In practice, its commitment to reconciliation was not effectively embedded throughout its organisation, and consequently it created lasting harm, damage and distrust.

But this does not mean that Telstra's reconciliation journey is over. The value of the RAP program is that all RAPs are tailored to partners' individual circumstances, needs and areas of expertise. All RAP types – Reflect, Innovate, Stretch and Elevate – are designed to meet organisations where they are at and allow them to continuously renew and strengthen their commitments.

In Telstra's case, this Stretch RAP is tailored to where it is now on its reconciliation journey: at a moment of deep remorse and contrition, but also of reflection, awareness and hope. By taking ownership and accountability for its actions, and by taking the time to understand the profound ramifications of its mistakes, Telstra has paved the way for this Stretch RAP.

The past few years have taught us that out of crisis comes the opportunity to build something better, and that is what Telstra is looking to achieve. It is taking its newfound awareness of the pitfalls of disconnecting from its commitments, and returning to its foundations, so that reconciliation is securely embedded throughout its operations.

As the Council for Aboriginal Reconciliation reminded the nation in its final report: "Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway."

On this corrugated road, there are going to be missteps. There are going to be times when we get it wrong – no matter how well-intentioned. What is important is the action we take when we face up to those truths – that is the true test.

On behalf of Reconciliation Australia, I commend Telstra on this Stretch RAP and thank them for their honesty and humility. And I look forward to following their ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Jason Mifsud, Chair of Telstra's First Nations Expert Advisory Committee

Telstra has been through a difficult period with its relations with Aboriginal and Torres Strait Islander communities.

There is no hiding the fact that the warning signs about inappropriate selling of products and services to Aboriginal and Torres Strait Islander peoples were not recognised or acted upon early enough. This must never happen again.

What should be recognised is that Telstra accepted its wrongdoing and said sorry. This was the first step in re-establishing the relationship with First Nations peoples. Telstra then reviewed and consulted on areas of leadership they could pursue.

From this has come a great opportunity to reset relations and to set an ambitious approach to actions under this Reconciliation Action Plan. The actions contained in this plan are I believe a well-rounded and considered approach to the many opportunities in front of Aboriginal and Torres Strait Islander peoples across Australia.

On behalf of Telstra's First Nations Expert Advisory Committee, I welcome Telstra's ambition in this RAP and acknowledge the steps it has taken to rebuild relations with our communities.

I would like to thank the members of the Expert Advisory Committee for their contributions to this RAP and to their ongoing work with Telstra.

Jason Mifsud
Telstra First Nations Expert Advisory Committee

First Nations Expert Advisory Committee

The First Nations Expert Advisory Committee (FNEAC) provides guidance, counsel, and leadership advice to Telstra on:

- Our First Nations Strategy
- Our Reconciliation Action Plan
- Other issues of importance to First Nations peoples



Jason Mifsud
(CHAIR), Head
of First Nations
Affairs & Enterprise,
Wesfarmers



John Paterson,
Executive Officer,
Aboriginal Medical
Service Alliance
NT (AMSANT)



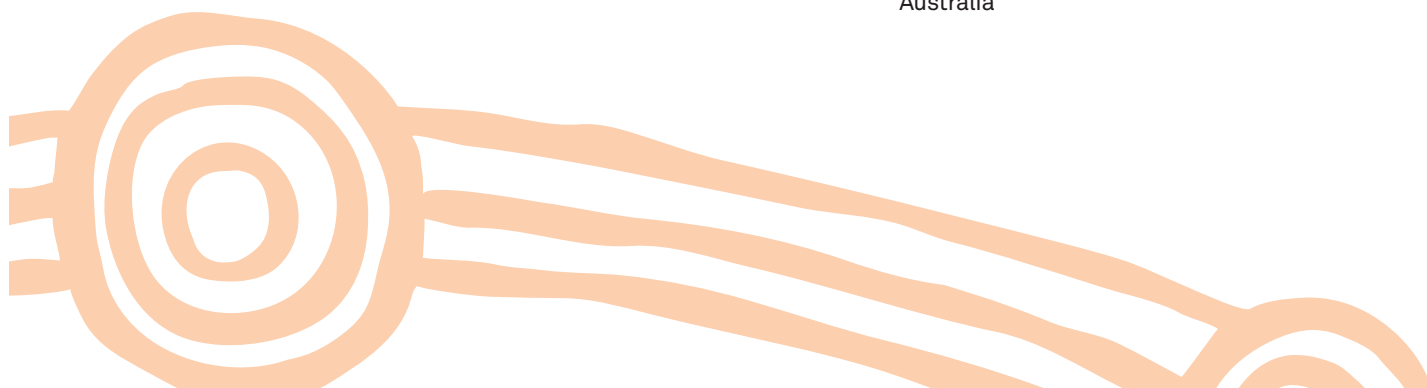
Professor Lester-
Irabinna Rigney AM,
Education Professor,
University of South
Australia



Lynda Edwards,
Coordinator
Financial Capability,
Financial
Counselling
Australia



Leesa Watego,
Managing Director,
Iscariot Media
Pty Ltd





Sebastian Wanambi, Digital Mentor

inDigiMOB

inDigiMOB is a pioneering co-designed digital inclusion project, funded by Telstra and delivered by First Nations Media Australia, that supports community aspirations for digital inclusion and cyber safety awareness. Since 2016, the program has reached over 14,000 workshop participants, including over 4,000 individuals. In the first half of FY22, inDigiMOB's digital mentoring and literacy programs reached 1,071 people across 15 remote communities in the Northern Territory, South Australia and Western Australia.

Sebastian Wanambi's story

"My name is Sebastian Wanambi. I live in Lake Evella (Gapuwiyak) North East Arnhem Land.

Most people here are using mobile phones and some use computers. Our people are still learning about digital media. We don't have to be left behind.

We have many stories. Our work is Culture. We want others to learn about us, our stories, our knowledge and understand who we Yolngu are.

I have been working at the Gapuwiyak Culture and Arts Centre taking photos and doing catalogue.

Then I started training with inDigiMOB to learn more about digital media. I was thinking of my family and my culture.

I want to document for future generation. Learning to record and share stories and culture.

Training also helps our employment. We are learning new skills and teaching others. Helping to connect my people with the digital future.

The best thing I learned how to record stories and people, especially the old people.

inDigiMOB helped me to improve and further my employment opportunities.

I encourage others to also get involved with inDigiMOB so they can learn how to become Digital Mentor like me."

Sebastian has been an inDigiMOB Digital Mentor since 2019, guided by Ben Ward, Digital Access Worker (ARDS).

Sebastian is proud of the skills and knowledge he has developed; data management, media archiving, film project planning, recording and editing videos. He is now encouraging others to develop their skills and knowledge too.

"Now I am working as a Digital Mentor. I am starting to help other people with their digital experience so they can have their own digital future."

Our RAP Journey

The development of this RAP is fundamentally based on recognising our past successes, acknowledging our past failures, and continuing our current healing journey.

From 2016 to 2018 we failed some of our Aboriginal and Torres Strait Islander customers by selling products and plans that were not appropriate for their needs and that they could not afford. During this time, employees at five of our licensee stores engaged in improper sales practices towards 108 Aboriginal and Torres Strait Islander customers.

After we investigated these matters, we referred our conduct to the ACCC and in 2020 agreed to a series of undertakings to rectify and improve this situation. We also agreed to pay a \$50 million penalty.

We are disappointed and sorry this conduct took place.

In response to the ACCC's findings, in March 2021 Reconciliation Australia revoked Telstra's 2018-2021 RAP. Reconciliation Australia concluded that we did not meet our aspirations to be a leader in the reconciliation movement nor the expectations of an Elevate RAP partner. Reconciliation Australia did however encourage us to remain part of the RAP network on the strength of commitments made to the ACCC and in mid-2021 we commenced discussions on a Stretch RAP.

During which period, we failed to show a sufficient understanding of the full impact that our decisions, on issues including pricing and sales techniques, can have on Aboriginal and Torres Strait Islander communities. This is something we recognise and are working to rectify.

ACCC enforceable undertaking requirements implemented by Telstra in response to admission to the ACCC of unconscionable conduct in the selling of post-paid products to Aboriginal and Torres Strait Islander customers:

- Appointed an Indigenous Cultural Compliance Officer
- Developed and published an internal First Nations customer policy statement
- All agents who engage with First Nations consumers complete consumer law and Indigenous cultural awareness training, and restricted access to Telstra systems for anyone who does not complete the training on time
- Re-launched the First Nations Connect hotline, including a team of First Nations agents based in Darwin
- Commenced external promotion of the First Nations Connect hotline and remediation process
- Established regular reviews by our Customer Advocate on the remediation cases as part of the required oversight process over the remediation program
- Gained consent to provide digital literacy training in remote communities over the next five years.

<https://www.accc.gov.au/public-registers/undertakings-registers/telstra-corporation-limited>



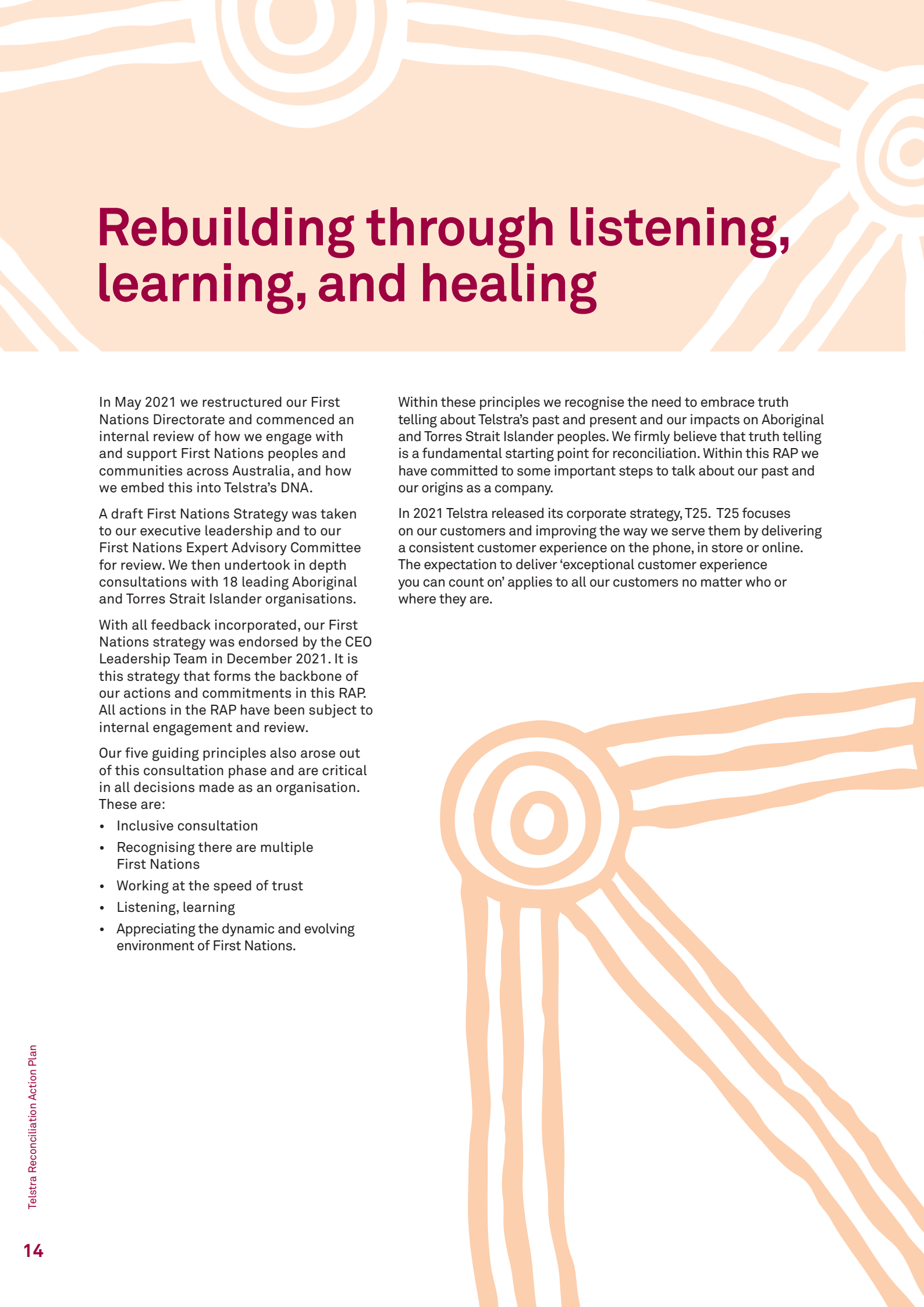
Thecla Brogan, Customer Sales and Service Leader –
First Nations Connect, Darwin

First Nations Connect

Telstra's phone line and service centre for our
Aboriginal and Torres Strait Islander customers

Call **1800 444 403**

Monday to Friday, 9am to 5pm



Rebuilding through listening, learning, and healing

In May 2021 we restructured our First Nations Directorate and commenced an internal review of how we engage with and support First Nations peoples and communities across Australia, and how we embed this into Telstra's DNA.

A draft First Nations Strategy was taken to our executive leadership and to our First Nations Expert Advisory Committee for review. We then undertook in depth consultations with 18 leading Aboriginal and Torres Strait Islander organisations.

With all feedback incorporated, our First Nations strategy was endorsed by the CEO Leadership Team in December 2021. It is this strategy that forms the backbone of our actions and commitments in this RAP. All actions in the RAP have been subject to internal engagement and review.

Our five guiding principles also arose out of this consultation phase and are critical in all decisions made as an organisation. These are:

- Inclusive consultation
- Recognising there are multiple First Nations
- Working at the speed of trust
- Listening, learning
- Appreciating the dynamic and evolving environment of First Nations.

Within these principles we recognise the need to embrace truth telling about Telstra's past and present and our impacts on Aboriginal and Torres Strait Islander peoples. We firmly believe that truth telling is a fundamental starting point for reconciliation. Within this RAP we have committed to some important steps to talk about our past and our origins as a company.

In 2021 Telstra released its corporate strategy, T25. T25 focuses on our customers and improving the way we serve them by delivering a consistent customer experience on the phone, in store or online. The expectation to deliver 'exceptional customer experience you can count on' applies to all our customers no matter who or where they are.



Daniel and co-researcher Yungirra Bukulatjpi doing a survey with resident Jasswina Dhamarrandji in Galiwin'ku, June 2022

Mapping the Digital Gap, a digital inclusion research project

'Mapping the Digital Gap' is a four-year research project conducted by the Australian Research Council (ARC) Centre of Excellence for Automated Decision Making and Society in partnership with Telstra designed to fill a vital gap in the Australian Digital Inclusion Index (ADII).

The ADII has been measuring online access, affordability, and digital ability across Australia since 2016. Mapping the Digital Gap is a missing piece of critical research that will measure levels of digital inclusion and use of digital and online media services in Australia's remote First Nations communities, and review the impacts of decades of research, trials and programs. The project will also support the development of community-driven strategies to address digital inclusion.

Between 2022 and 2024, the Mapping the Digital Gap team, led by Senior Researcher Dr Daniel Featherstone, will travel from western NSW to Cape York, the Torres Strait, Arnhem Land, WA's Kimberley region and the deserts of Central Australia. The team are partnering with First Nations organisations and community co-researchers to survey and interview hundreds of residents and agencies in 11-12 remote communities on the use of communications and media services.

The project will generate a detailed account of the distribution of digital inclusion and the uses of digital services including news and media across First Nations communities; track changes in measures of digital inclusion for these communities over time; and inform the development and evaluation of appropriate local strategies for improving digital inclusion capabilities and services enabling informed decision making in remote First Nations communities.

This research plays a vital role in measuring progress on Target 17 of the Australian Government Closing the Gap strategy which states that, by 2026, Australia's First Peoples will have equal levels of digital inclusion. With the digital transformation of online delivery of government services by 2025 and the impact of COVID-19 which has likely further increased the digital divide, this is an increasingly pressing target.

A timeline of our journey

Completed a 314km fibre optic cable across the Anangu Pitjantjatara Yankunytjatjara lands

1998

2002

The Telstra Community Phone initiative was developed in conjunction with the Centre for Appropriate Technology

Established the Telstra Indigenous Directorate
Developed the Country Calling Card for use in conjunction with Community Phones

2005

2008

Developed our first Indigenous Action Plan
Delivered the Arnhem Land Fibre Project connecting nine Indigenous communities and Nhulunbuy to the nation's fibre-optic backbone in partnership with the Northern Territory (NT) Government and Rio Tinto

Launched our inaugural RAP
Delivered the Groote Eylandt Fibre Project in partnership with IBM, BHP and GEMCO
Founding Member of Supply Nation

2010

2011

Launched our second RAP

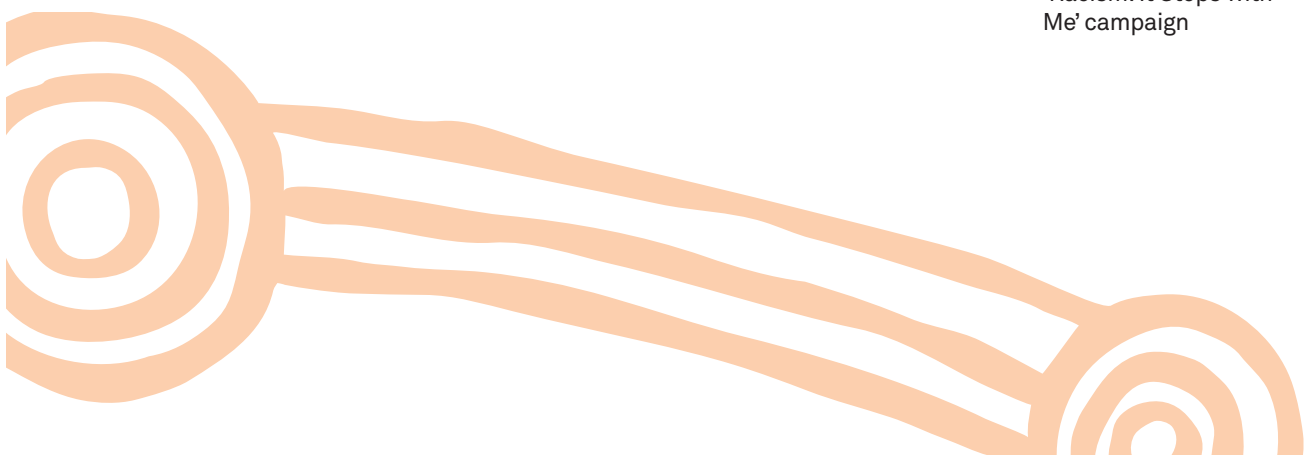
One of the first large corporations to display Acknowledgement of Country signs in all retail stores

Joined the Recognise campaign to push for constitutional recognition of Aboriginal and Torres Strait Islander peoples
Established the Telstra Indigenous Employee Network

2012

2013

Launched the Indigenous Workforce Program, which now operates in more than 500 Telstra sites across Australia
Held our first Indigenous Digital Excellence Agenda Summit
Established the Indigenous Digital Excellence program, at the National Centre of Indigenous Excellence
Became a secondment partner with Jawun
Became a supporter of the Australian Human Rights Commission's 'Racism: It Stops with Me' campaign



Published Making the Connection: Essays on Indigenous Digital Excellence Delivered Project 13, a \$5.8 million co-investment project with the NT Government to deliver communications infrastructure to 13 Indigenous communities	Established inDigiMOB to deliver culturally responsive digital skills training in 13 remote communities in the NT in partnership with the Indigenous Remote Communications Association Launched our first national employee engagement campaign, Common Ground Launched a new Indigenous employee recruitment campaign - A Place to Belong Published the Indigenous Digital Excellence (IDX) Roadmap: Building Indigenous Digital Excellence: Looking To 2030 Celebrated 25 years of supporting Indigenous artists through our sponsorship of the Telstra National Aboriginal and Torres Strait Islander Art Award (NATSIAA)	Invested in the \$28m Remote Telecommunications Co-Investment Program with the Northern Territory Government, targeting remote locations, including communities, transport corridors and tourist destinations Released research report in partnership with RMIT University—Cyber Safety in remote Aboriginal communities Connected 11 Aboriginal Medical Services sites to the National Telehealth Connection Service with four additional sites in progress Delivered 12 infrastructure projects across 10 islands in partnership with the Torres Strait Regional Authority	Telstra admits to unconscionable conduct in the sale of post-paid mobile products to Indigenous consumers following an ACCC investigation. Telstra receives \$50m fine and a range of actions under an enforceable undertaking 10-year partnership with CareerTrackers and 20 First Nations interns sponsored each year Mobile My Way created, culturally appropriate training to increase consumer understanding of Telstra products and services
2014	2016	2018	2020
2015 Launched our first Elevate RAP Announced a \$30 million infrastructure co-investment agreement with the NT Government to increase connectivity to 16 Indigenous communities IDX Flint established to spark the interest, ideas and talent of young Indigenous Australians in technology and digital making	2017 Launched Deadly Digital Communities to improve digital literacy in 26 remote communities in partnership with the State Library of Queensland Established the Telstra Indigenous Advisory Committee and held first meeting Hosted the inaugural Indigenous Digital Excellence Awards	2019 Fibre upgrade and infrastructure enhancements at Gulkula to support the GARMA festival Extending inDigiMOB, adding seven new sites to reach 20 locations overall	2021 New First Nations Connect Hotline established in Darwin Reconciliation Australia revokes Telstra's 2018-2021 Elevate RAP Partnership with RMIT "Mapping the Digital Gap" research project to measure and track digital inclusion in remote First Nations Communities over 4 years Reset of Telstra First Nations Strategy following stakeholder review

Relationships



Engaging with and consulting First Nations peoples is fundamental to everything we do at Telstra. We acknowledge the cultural depth and meaning that First Nations employees, customers, communities, and stakeholders bring to Telstra. We understand that we all have a role to play in accepting Australia's true history and in understanding and valuing Aboriginal and Torres Strait Islander cultures, rights, and experiences to move forward together as a reconciled Australia.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations	1.1 Meet with local Aboriginal and Torres Strait Islander Stakeholder and organisations to continuously improve guiding principles for engagement.	June 2023 June 2024 June 2025	Head of First Nations Strategy & Engagement
	1.2 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	June 2023 June 2024 June 2025	Head of First Nations Strategy & Engagement
	1.3 Establish and maintain at least 10 formal two-way partnerships with First Nations communities or organisations in the delivery of our programs and sponsorships.	June 2023 June 2024 June 2025	Head of First Nations Strategy & Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW)	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff through our internal communication channels.	May 2023 May 2024 May 2025	First Nations Senior Specialist
	2.2 RAP Working Group members to participate in at least two external NRW events each year.	May 2023 May 2024 May 2025	First Nations Senior Specialist
	2.3 Encourage and support staff and senior leaders to participate in at least one external event each year to recognise and celebrate NRW.	May 2023 May 2024 May 2025	First Nations Senior Specialist
	2.4 Organise one internal NRW event at each capital city office (eight) to celebrate NRW each year.	May 2023 May 2024 May 2025	First Nations Senior Specialist

Action		Deliverable	Timeline	Responsibility
	2.5	Register all NRW events via Reconciliation Australia's NRW website.	May 2023 May 2024 May 2025	First Nations Senior Specialist
	2.6	Implement a program to engage our customers and other external stakeholders during NRW.	May 2023 May 2024 May 2025	First Nations Senior Specialist
3. Promote reconciliation through our sphere of influence	3.1	Prepare and implement and engagement strategy and communications plan to facilitate awareness and engagement of Telstra employees on the importance and process of reconciliation.	June 2023	Head of First Nations Strategy & Engagement
	3.2	Prepare and implement a communications plan for Telstra employees to engage all staff on the organisational support of Uluru Statement from the Heart (USFH).	June 2023	Head of First Nations Strategy & Engagement
	3.3	Deliver an USFH education series (including webinars, yarning circles, panels, use of our digital channels) to amplify USFH messaging.	June 2023	Head of First Nations Strategy & Engagement
	3.4	Host or facilitate half yearly roundtables or thinktanks to positively influence our external stakeholders to drive reconciliation outcomes.	June, December 2023 June, December 2024 June, December 2025	Head of First Nations Strategy & Engagement
	3.5	Collaborate at least annually with Elevate and Stretch RAP partners and other like-minded organisations to promote ways to advance reconciliation.	June 2023 June 2024 June 2025	Head of First Nations Strategy & Engagement
4. Promote positive race relations through anti-discrimination strategies	4.1	Continuously review and improve HR policies and procedures concerned with anti-discrimination.	June 2023 June 2024 June 2025	HR Executive Wellbeing Digital and Data
	4.2	Engage with our First Nations employees and our First Nations Expert Advisory Panel to continuously improve our anti-discrimination policies and procedures.	June 2023 June 2024 June 2025	HR Executive Wellbeing Digital and Data
	4.3	Implement and communicate an anti-discrimination policy for our organisation.	June 2023 June 2024 June 2025	HR Executive Wellbeing Digital and Data
	4.4	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	June 2023 June 2024 June 2025	HR Executive People & Practices
	4.5	Senior leaders to publicly support anti-discrimination campaigns, initiatives, or stances against racism.	June 2023 June 2024 June 2025	Communications Executive

Respect



Ensuring our people have the skills and knowledge to build respectful two-way relationships with Aboriginal and Torres Strait Islander customers, businesses and communities is extremely important. Cultural competence is essential in respecting the rich knowledge, culture and lived experience of Aboriginal and Torres Strait Islander peoples. This means investing in the cultural learning journey of our people to ensure we are working in a trusted and culturally safe environment, within Telstra and the wider community.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	June 2023 June 2024 June 2025	HR Executive People & Practices
	5.2 Consult First Nations Learning and Development delivery partners to advise on the implementation of a cultural learning strategy.	June 2023 June 2025	Head of First Nations Strategy & Engagement
	5.3 Implement and communicate a cultural learning strategy for our staff.	June 2024	HR Executive People & Practices
	5.4 Commit all RAP Working Group members, HR managers, Executive Leadership Team, and all new staff to undertake formal and structured cultural learning.	June 2023 June 2024 June 2025	HR Executive People & Practices
	5.5 Staff to undertake formal and structured cultural learning by 2025, including: 100% staff complete e-learn module 1,500 staff undertake face-to-face cultural learning workshops and visits.	June 2025	HR Executive People & Practices
6. Demonstrate respect to First Nations peoples by observing protocols	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, by promoting our policy regularly and providing digital and interactive resources.	June 2023 June 2024 June 2025	First Nations Senior Specialist

Action		Deliverable	Timeline	Responsibility
	6.2	Invite a local Traditional Owner to provide a Welcome to Country at 10 significant events each year.	June 2023 June 2024 June 2025	HR Executive People & Practices
	6.3	Include an Acknowledgement of Country or other appropriate protocols at the commencement of all important meetings, including internal events of 50+ attendees.	June 2023	HR Executive People & Practices
	6.4	Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2023	HR Executive People & Practices
	6.5	Display Acknowledgement of Country signs in 400 Telstra Retail Stores around Australia.	June 2023 June 2024	Retail Executive
	6.6	Implement and communicate a cultural protocol document (tailored for all local communities we operate in) including protocols for Welcome to Country and Acknowledgement of Country.	June 2023	Head of First Nations Strategy & Engagement
7. Engage with First Nations cultures and histories by celebrating NAIDOC week	7.1	All RAP Working Group members to participate in at least one external NAIDOC Week event each year.	July 2023 July 2024 July 2025	First Nations Senior Specialist
	7.2	Review HR policies and procedures to ensure staff are supported in attending NAIDOC Week and other cultural events.	March 2023 March 2024 March 2025	HR Executive People & Practices
	7.3	Encourage and support all staff to participate in at least one external NAIDOC Week event each year.	July 2023 July 2024 July 2025	First Nations Senior Specialist
	7.4	In consultation with First Nations stakeholders, support at least one external NAIDOC Week event each year, including the annual NAIDOC Awards which recognise the outstanding contributions made by First Nations Australians.	June 2023 June 2024 June 2025	Head of First Nations Strategy & Engagement
	7.5	Organise one internal NAIDOC Week event each year.	June 2023 June 2024 June 2025	First Nations Senior Specialist
8. Progress a Truth Telling project as a demonstratable commitment of acknowledgment and respect for what has happened in the past	8.1	Commission a Truth Telling project with the National Communications Museum to tell the complete story of the Overland Telegraph Line (OTL), with specific focus and care toward First Nations' contexts and experiences.	December 2022	Head of First Nations Strategy & Engagement
	8.2	Release and promote the outcomes from the Truth Telling project to the public along with lessons learnt during the project.	December 2023	Head of First Nations Strategy & Engagement

Opportunities

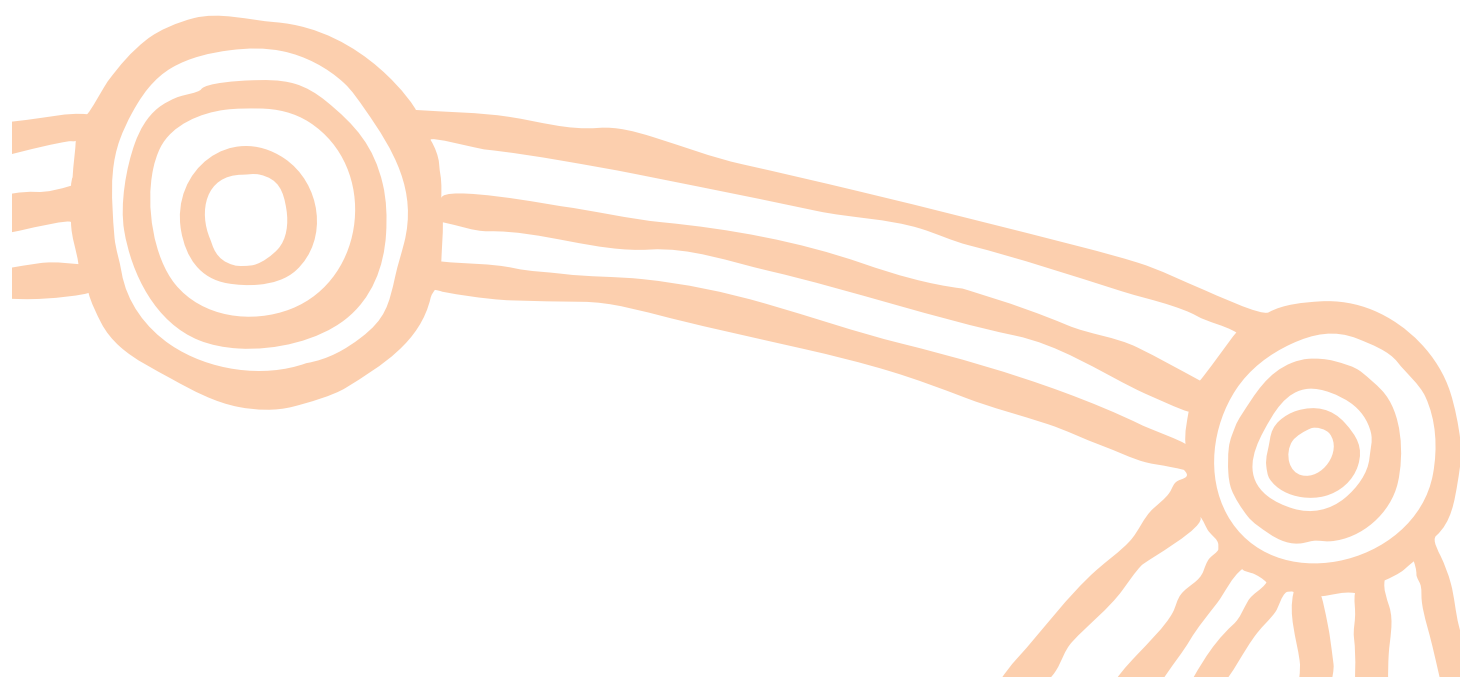


Aboriginal and Torres Strait Islander peoples, organisations and businesses make valuable contributions to Australia's economy. Over the next decade, more than 73,000 additional working age Aboriginal and Torres Strait Islander people are expected to join the Australian economy. Opportunities for economic participation through employment and in the supply of goods and services lifts living standards, supports families and promotes self-determination.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing First Nations recruitment, retention and professional development	9.1 Engage with and consult First Nations employees on our recruitment, retention, and professional development strategy.	June 2023	HR Executive People & Practices
	9.2 Review and update First Nations recruitment, retention, and professional development Strategy.	June 2023 June 2024 June 2025	Recruitment Principal
	9.3 Advertise job vacancies effectively, to reach First Nations stakeholders, by partnering with First Nations recruitment agencies.	June 2023 June 2024 June 2025	Recruitment Principal
	9.4 Accelerate First Nations applicants through the recruitment process by progressing 100% of all shortlisted First Nations candidates to an interview with the hiring manager (the First Nations Interview Guarantee).	June 2023 June 2024 June 2025	Recruitment Principal
	9.5 Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	June 2023 June 2024 June 2025	HR Executive Wellbeing Digital and Data

Action		Deliverable	Timeline	Responsibility
	9.6	Ensure at least 2 First Nations employees are supported to take on management and senior level positions through participation in the talent program.	June 2023 June 2024 June 2025	HR Executive People & Practices
	9.7	First Nations employee growth from 1% to at least 1.5% of Telstra's total Australian workforce at the end of each financial year.	June 2023 June 2024 June 2025	Head of DE&I
10. Support education and career development for First Nations peoples through traineeships, internships, and graduate opportunities with the support of our community partners	10.1	Continue our ongoing partnership (ten-year agreement 2020-2030) with CareerTrackers Indigenous internship program, sponsoring 20 First Nations interns each year.	June 2023 June 2024 June 2025	Group Owner People & Workplace Services
	10.2	Sponsor the Northern Territory Board of Studies Remote Student Award, recognising high achievement by a First Nations male and female student studying in a remote location.	June 2023 June 2024 June 2025	First Nations Senior Specialist
11. Provide employment opportunities for First Nations peoples in regional and remote communities	11.1	Maintain the Indigenous Workforce Program (IWP), engaging with First Nations businesses and contractors, across Queensland, the Torres Strait Islands, the Northern Territory and Western Australia to manage the grounds maintenance of more than 2,000 remote sites.	June 2023 June 2024 June 2025	Business Specialist, Facilities Services
	11.2	Pilot the Remote Technical Support Project (RTSP) in WA - engaging local people in community to support basic maintenance.	June 2023	Business Specialist, Change Management
	11.3	Expand the RTSP program to Northern Territory and Queensland.	June 2025	Business Specialist, Change Management
12. Increase First Nations supplier diversity to support improved economic and social outcomes	12.1	Develop and implement a First Nations Procurement Strategy.	June 2023	Senior Specialist, Supplier Governance
	12.2	Maintain Supply Nation membership and sponsor a category award.	June 2023 June 2024 June 2025	Head of First Nations Strategy & Engagement
	12.3	Achieve \$15m spend with First Nations suppliers per year (Previous RAP target \$1.5 to \$2m).	June 2023 June 2024 June 2025	Senior Specialist, Supplier Governance
	12.4	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	June 2023 June 2024 June 2025	Senior Specialist, Supplier Governance

Action	Deliverable	Timeline	Responsibility
	12.5 Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June 2023 June 2024 June 2025	Senior Specialist, Supplier Governance
	12.6 Maintain commercial relationships with at least five First Nations businesses.	June 2023 June 2024 June 2025	Senior Specialist, Supplier Governance
	12.7 Train all relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation.	June 2023 June 2024 June 2025	Senior Specialist, Supplier Governance
	12.8 Continue sponsorship of the National Aboriginal & Torres Strait Islander Art Awards (NATSIAA) to recognise First Nations artists. Annual Event and prizes awarded.	August 2022 August 2023 August 2024	Media Sponsorship Lead
	12.9 Sponsor the biennial NT Indigenous Economic Development Forum, committed to fostering collaboration between First Nations entrepreneurs and the private sector, government, and non-government organisations.	June 2024	Head of First Nations Strategy & Engagement
	12.10 Sponsor the annual Indigenous Emerging Business Forum (IEBF), focussed on employment and business development opportunities for First Nations peoples.	June 2023 June 2024 June 2025	Head of First Nations Strategy & Engagement
	12.11 Host First Nations stakeholders at the Telstra Best of Business Awards to celebrate, inspire, and encourage nominations.	April 2023 April 2024 April 2025	Head of First Nations Strategy & Engagement





Lex Brown in his vehicle ready for work after pre-start and equipment checks

Indigenous Workforce Program

Telstra partners with NQCCS to deliver the Indigenous Workforce Program in Queensland, the Torres Strait Islands, the Northern Territory and Western Australia. The program employs First Nations businesses and contractors to manage the grounds maintenance of our remote sites. From two pilots and 30 sites in 2013, these businesses now manage more than 2,000 remote assets.

Digital Inclusion

Digital inclusion is inextricably linked to economic, community and individual prosperity. The benefits of the digital economy cannot be fully realised when there are barriers to online participation. Aboriginal and Torres Strait Islander peoples score well below the national average when it comes to measures of digital inclusion, a problem that is more pronounced in remote areas.

Action	Deliverable	Timeline	Responsibility
13. Improve the digital, social and economic inclusion of remote First Nations communities through co-investment with governments to build or upgrade telecommunications infrastructure	13.1 Deliver 72 projects under the Regional Connectivity Program (RCP) through a co-investment with Telstra, the Federal Government, and third-party stakeholders. Total NT project budget is \$24m.	June 2024	Networks Principal
	13.2 Deliver an additional 8 projects under the Regional Connectivity Program 2 (RCP2) through a co-investment with Telstra, the Federal Government, and third-party stakeholders. Total NT project budget is \$24m.	June 2024	Networks Principal
	13.3 \$7.5m upgrade transmission network capacity through 15 Telstra exchanges across East Arnhem Land under the Arnhem Land Backhaul Project.	June 2024	Networks Principal
	13.4 Deliver mobile coverage in 12 sites within Kakadu National Park through a co-investment with Telstra, Parks Australia, and the Northern Territory Government. Total project budget is \$7.5m.	June 2023 June 2024	Networks Principal
	13.5 Connect 20 Homelands across East Arnhem Land through a co-investment connectivity project with the Northern Territory Government. Total project funding is \$5m.	June 2024	Networks Principal
	13.6 Deliver enhanced communication services to 12 Communities in the NT through the Regional Telecommunications Co-Investment Program. (RTCP). Total project budget is \$28m.	December 2022	Networks Principal

Action	Deliverable	Timeline	Responsibility
14. Partner to deliver culturally appropriate and place-based digital skills and capability programs to improve digital inclusion of First Nations Australians	14.1 Expand our partnership with First Nations Media Australia to deliver inDigiMOB in eight new locations across SA, WA, and NT each year.	June 2023 June 2024 June 2025	First Nations Senior Specialist
	14.2 Deliver Deadly Digital Communities in four regional and remote First Nations communities in Queensland in partnership with the State Library of Queensland.	June 2023	Senior Specialist, Strategy & Inclusion
	14.3 Deliver the Community Service Program in 21 remote locations across Australia in partnership with First Nations led delivery partners.	June 2023 June 2024 June 2025	First Nations Senior Specialist
	14.4 Deliver Mobile My Way in 11 remote locations across the Northern Territory in partnership with the Centre for Appropriate Technology.	June 2023 June 2024	First Nations Senior Specialist
15. Reduce the digital divide by addressing affordability for people on low-incomes or who are experiencing financial hardship	15.1 Review Direct Debit payment structure and the ability to provide further options for our vulnerable and low-income customers.	June 2023	Chief Customer Advocate
	15.2 Visit 150 remote communities with our check-in bus and meet with First Nations customers to complete account health checks.	June 2023	Regional Australia Executive
16. Improve the appropriateness of products and services for First Nations customers to make it easier to do business with us and reduce the risk of financial hardship	16.1 Maintain the First Nations Connect Hotline to provide culturally appropriate customer service to our First Nations customers.	June 2023 June 2024 June 2025	Contact Centres Executive
	16.2 Ensure the First Nations Connect Hotline is appropriately promoted both internally and externally through advertising, social media, and internal communications channels.	June 2023 June 2024 June 2025	Risk & Compliance Director
17. Foster leadership for reconciliation, including a particular focus on promoting solutions to First Nations digital exclusion	17.1 Partner with the ARC Centre of Excellence for Automated Decision-Making and Society to deliver the 'Mapping the Digital Gap' project in 12 remote First Nations communities (this project aims to understand and measure digital inclusion, develop local digital inclusion plans and track the change in levels of digital inclusion and media use within the community over a four-year period).	June 2023 June 2024 June 2025	Head of First Nations Strategy & Engagement
	17.2 Contribute \$1.7m to the Healthy Country AI training Initiative through the Telstra Foundation. The program will train Aboriginal and Torres Strait Islander rangers to use AI driven software, drones, and other digital technologies to monitor and adaptively manage their Country.	June 2023 June 2024 June 2025	Head of Telstra Foundation

Governance



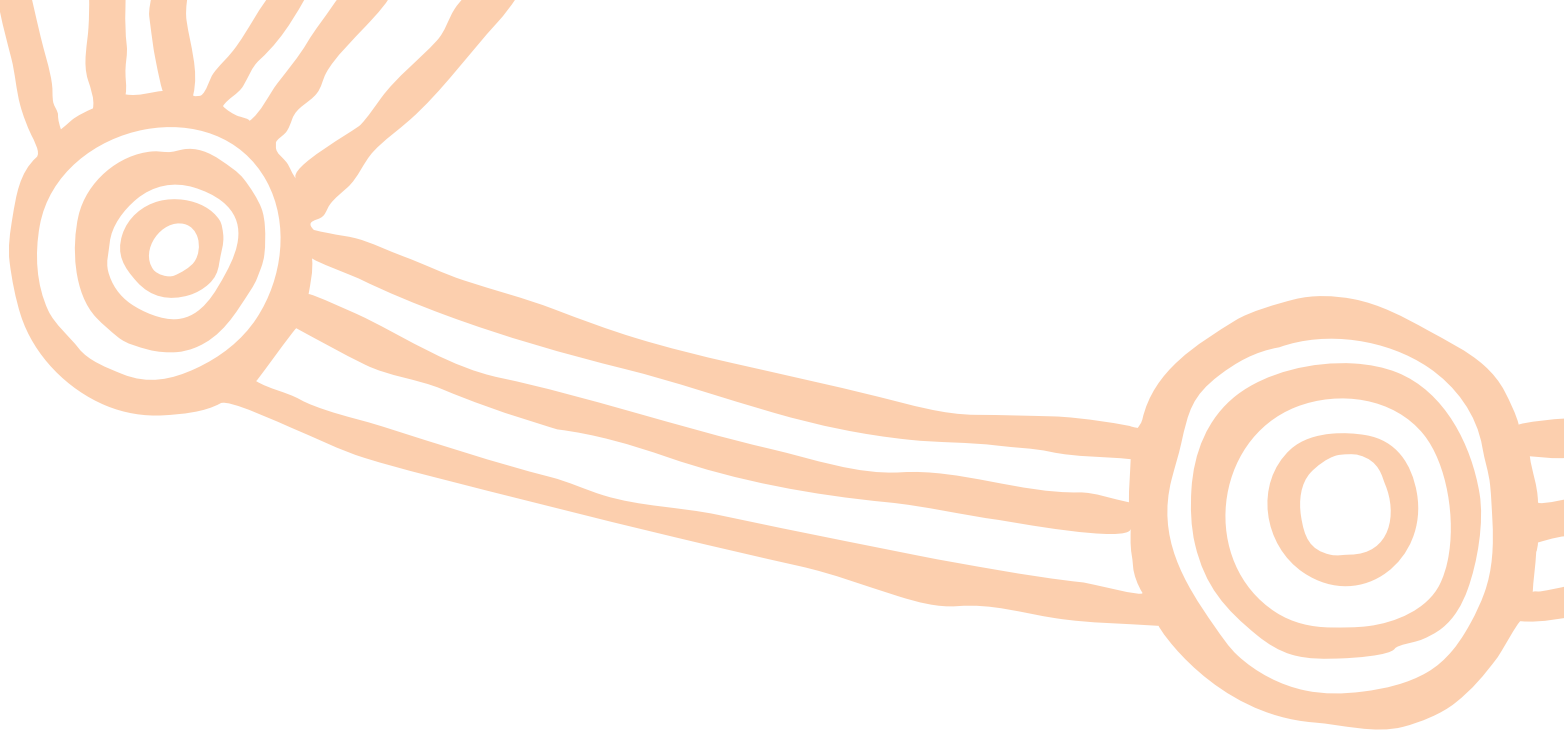
Action	Deliverable	Timeline	Responsibility
18. Establish, maintain, and engage an effective FNEAC to provide guidance, counsel and leadership advice in relation to our RAP	18.1 Facilitate at least three meetings each year with Telstra's First Nations Expert Advisory Committee, comprising external First Nations leaders, to provide guidance on our strategy, priorities, and programs.	June 2023 June 2024 June 2025	Head of First Nations Strategy & Engagement
	19.1 REG members nominated by Business Function Group Executives.	June 2023	Head of First Nations Strategy & Engagement
19. Support the RAP Executive Group (REG) members who have accountability for the successful delivery of the RAP actions	19.2 Quarterly REG meetings chaired by the Head of First Nations Strategy & Engagement.	June 2023 June 2024 June 2025	Head of First Nations Strategy & Engagement
	20.1 Maintain First Nations representation on the RWG.	June 2023 June 2024 June 2025	Chair RAP Working Group
20. Establish and maintain an effective RAP Working Group (RWG) to ensure delivery of the RAP actions	20.2 Apply a Terms of Reference to the RWG.	June 2023	Chair RAP Working Group
	20.3 Meet at least four times per year to drive and monitor RAP implementation.	June 2023 June 2024 June 2025	Chair RAP Working Group
	21.1 Embed resource needs for RAP implementation.	June 2023	Chair RAP Executive Group
21. Provide appropriate support for effective implementation of RAP commitments	21.2 Embed key RAP actions in performance expectations of senior management and all staff.	June 2023	Chair RAP Executive Group
	21.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	June 2023	Chair RAP Working Group
	21.4 Maintain an internal RAP Ambassador from senior management.	June 2023 June 2024 June 2025	Chief Executive Officer
	21.5 Quarterly RAP Executive Group (REG) meetings chaired by the Head of First Nations Strategy & Engagement.	June 2023 June 2024 June 2025	Chair RAP Executive Group

Action	Deliverable	Timeline	Responsibility
22. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	22.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 September 2023 September 2024	Chair RAP Working Group
	22.2 Share RAP progress report with all staff and senior leaders on a quarterly basis.	December 2022 March, June, September, December 2023 and 2024 March, June 2025	Chair RAP Executive Group
	22.3 Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.	June 2023 June 2024 June 2025	Chair RAP Executive Group
	22.4 Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2022 May 2024	Chair RAP Executive Group
	22.5 Meet with Reconciliation Australia quarterly to share RAP progress and report against ACCC commitments.	December 2022 March, June, September, December 2023 and 2024 March, June 2025	Chair RAP Working Group
	22.6 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023 June 2024 June 2025	Chair RAP Working Group
	22.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2025	Chair RAP Working Group
23. Continue our reconciliation journey through development of our next RAP	23.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	Chair RAP Working Group

Baykali Ganambarr and William Gumbula from Yolngu Radio, outside the MCG
Photo credit: Kelly Defina/AFL Photos

Sir Doug Nicholls Round

In 2022, Telstra supported broadcasters from North-East Arnhem Land community radio station, Yolngu Radio, to attend and commentate two games in the AFL's Sir Doug Nicholls Round in Yolngu Matha. The Yolngu Radio commentators travelled to the MCG and to TIO Stadium and the games were broadcast on both Yolngu Radio and via the AFL Live Official App. Telstra also changed its at-stadium signage to acknowledge the traditional Country where the Sir Doug Nicholls Rounds (AFL) and the Indigenous Rounds (NRL) were played.



Our Artwork

We are proud to partner with Gilimbaa, a First Nations owned business, certified by Supply Nation, to design and prepare this document. We have been working with Gilimbaa since 2010 and continue to work with them to tell our story through art.

Feedback

We welcome feedback on our RAP.

Please email our First Nations Directorate at firstnations@team.telstra.com



